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Approved For Release 2004/10/27 : CIA-RDP80M00165A002900090091-5

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

13 MAR 1974

MEMORANDUM FOR: Deputy to the DCI for the
Intelligence Community

SUBJECT : Letter of Instruction

1. During the next twelve months, I expect you to accomplish the following:

- create and maintain a multi-agency staff to assist the Intelligence Community entities in the resolution of management and procedural problems;

- establish and maintain a procedure for the evaluation of community efforts in analysis and production, collection and processing, and resource utilization;

- establish a system of relating - over time - community resource expenditures to key intelligence questions of users (KIQs);

- insure the evaluation of the utility of community intelligence products and advise me and the NIOs of ways and means to improve them;

- energize and improve community intelligence coordinating mechanisms - USIB, IRAC, NSCIC and the R&D Council, and provide for IRAC quarterly reports on resource utilization;

- prepare annual NFIPB, the Community Annual Report, and assure satisfaction of PFIAB requirements for intelligence and evaluation information;

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-- improve the visibility of tactical intelligence resources for DCI review and recommend improvements in the national/tactical intelligence interface;

-- provide the secretariat function for USIB, IRAC, and for the objectives I undertake for the President;

-- provide the secretariat and managerial support to the KIQ process;

-- provide a focal point for DCI planning activity for the community and for the drafting and circulation of appropriate DCI guidance papers including the DCI Perspectives;

-- establish a coordinated community effort to improve analytical methods and to improve the quality and acceptability of outside substantive research.

2. I expect the above to be accomplished with a minimum permanent staff and with minimum perturbation of existing command structures in the intelligence community.


W. E. Colby

15 March 1974

MEMORANDUM FOR: Chief, Coordination Staff

SUBJECT : Letter of Instruction

1. During the next twelve months, I expect you to work within the Intelligence Community Staff to accomplish the following in support of my Community responsibilities to the DCI:

-- create and maintain a staff capable of performing such non-scheduled tasks as are assigned to the D/DCI/IC which do not fall within the subject matter purview of one of the IC Groups;

-- prepare reports, briefings and replies to correspondence for which the IC Staff has action but which involve the responsibilities of more than one IC Group. Where necessary, the Coordination Staff will organize intra-staff task groups to accomplish the required actions;

-- provide support to the DCI in his role as Vice Chairman of the National Security Council Intelligence Committee (NSCIC);

-- monitor legislative actions which affect the intelligence community, to include legislative proposals initiated by the DCI, other executive departments, and the Congress;

-- maintain liaison with the President's Foreign Intelligence Advisory Board (PFIAB) and other groups or agencies (other than OMB) which are external to the intelligence community but which study or become involved with intelligence activities and intelligence-related practices;

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-- prepare and/or contribute to the following:

1. The DCI's report to PFIAB "Annual Report on Coordination of the U.S. Foreign Intelligence Effort";
2. Such planning guidance as the DCI produces, e.g., perspectives;
3. Revisions and updates of the NSCIDs and DCIDs as necessary so as to keep these instruments dynamic and prognostic in their assignment of responsibility to elements of the intelligence community;
4. The DCI's Congressional presentations on Community resources.

-- monitor USIB substantive activities and tasks and working with USIB Committee Chairmen relate the associated organizational structure to performance;

-- support the DCI in execution of his responsibilities relating to community aspects of intelligence liaison with foreign governments.

2. In furtherance of the foregoing, I expect the Coordination Staff to devote particular attention to these specific, already-assigned tasks:

-- with the Joint Chiefs of Staff, review tactical and national intelligence resources to identify the assets, the areas in which mutual support is possible, any shortfalls, or unnecessary redundancies, and, based on the review, formulate recommendations to ensure national and military operational needs are met;

-- maintain liaison with the Murphy Commission and support the DCI in his inputs to this commission;

-- establish a Management Information and Control System with an associated Center to facilitate the direction of the ICS efforts;

-- provide the chairman and necessary secretarial support for revision of the Attachment to DCID 1/2, pointing toward submission of the document applicable to FY 1976-80 to the USIB in December 1974;

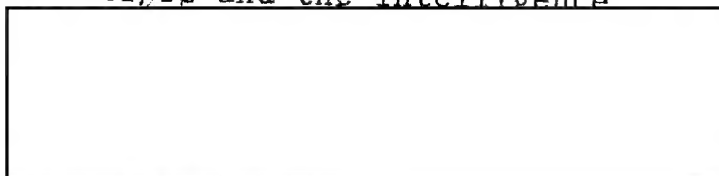
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Monitor progress on the redraft of DCID 1/11, "Security Committee", and establishment of the permanent Security Committee staff for which the DCID provides:

-- prepare, or have prepared, necessary agenda item papers and backup briefing papers for DCI use in connection with forthcoming meeting of the NSCIC.

3. I expect these objectives to be accomplished within your staff resources and in close coordination with other related elements of the DCI/IC and the Intelligence Community.



Daniel O. Graham
Lieutenant General, USA
D/DCI/IC

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15 March 1974

MEMORANDUM FOR: Director, Collection and Processing
Assessment Group

SUBJECT : Letter of Instruction

1. During the next twelve months I expect you to work within the Intelligence Community Staff to accomplish the following in support of my Community responsibilities to the DCI:

-- create and maintain a staff representative of the Community capable of tracking and coordinating selected community efforts in the collection and processing of intelligence in support of the KIQs and other requirements;

-- provide an outline of your intended actions in reviewing community HUMINT activities underway in CIA, State, DIA, and the military services. Based on my review of this outline, I will further clarify our objectives in this area, and provide additional direction and guidance in our HUMINT activities;

-- provide the Secretariat for and support the undertakings of the R&D Council;

-- maintain liaison with appropriate committees of the USIB, to improve and maintain community coordinating mechanisms with respect to the collection and processing of intelligence;

-- complete work in producing the first iteration of DCI "Community Collection Coordination Papers" in the areas of


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-- initiate steps to support other DCI Staff elements (NIOs in particular) with Community Collection Coordinating Policy Papers and by monitoring community intelligence processing problems through the USIB committee structure;

-- play an active and key role in the process of evaluating community performance in satisfying KIQA in the area of collection and processing.

2. I expect these objectives to be accomplished within your approved staff resources and in close coordination with other related elements of the DCI/IC and the Intelligence Community.


Daniel O. Graham
Lieutenant General, USA
D/DCI/IC

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15 March 1974

MEMORANDUM FOR: Director, Management, Planning and
Resource Review Group

SUBJECT : Letter of Instruction

1. During the next twelve months, I expect you to work within the Intelligence Community Staff to accomplish the following in support of my responsibilities to the DCI:

- create and maintain a staff capable of supporting a community resource review process including related program evaluation, research and analysis;

- establish, and improve through use, a system of relating community resource expenditures to key intelligence questions, perform quantitative analysis in support of the evaluation process, and integrate an initial overall assessment to be submitted to the DCI at the end of each performance period;

- participate in the improvement of mechanisms for coordinating and leading intelligence community resource management;

- support the effective operation of IRAC and the IRAC Working Group;

- prepare the NFIBR in December 1974, as a document presenting the DCI's recommendations with respect to (a) resources required for the tasks facing intelligence, (b) evaluation of Community output against these resources; (c) community management; and (d) identify issues meriting Presidential attention;

- provide support to the Coordination Staff, and perform appropriate analysis and presentations with respect to the visibility of tactical intelligence resources and the national/tactical interface;

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participate in the IC objectives of improving analytic methods;

-- participate with DOD, and as appropriate, CIA, State, and OMB in the preparation of planning and fiscal guidance for intelligence programs;

-- perform analyses of community performance and the use of resources to support resource allocation recommendations;

-- initiate papers which will assist in assessing resource requirements in the outyears, and identify issues likely to arise in the two-to-five-year future;

-- identify major resource issues needing address in current and budget year planning, study actions, and participate in such studies as appropriate;

-- support EXCOM consideration of resource-related matters;

-- maintain liaison with appropriate committees of USIB to improve and maintain coordinating mechanisms to assure appropriate consideration of resource utilization;

-- develop and improve the content and format of the data base available to support resource considerations and performance evaluations;

-- participate in the review of community data and information handling systems;

-- issue the CIRIS-74 data call, including as a new requirement a request for Program year information, and insure that appropriate data are available in time to support program reviews;

-- with respect to the implications of major new technology about to impact on the intelligence community, participate in the analysis and review of program proposals to insure that the necessary cross-program inter-relationships are considered.

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2. I expect these objectives to be accomplished within your approved staff resources and in close coordination with other related elements of the DCI/IC and the Intelligence Community.



✓ Daniel O. Graham
Lieutenant General, USA
D/DCI/IC

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15 MAR 1974

DCI/IC-74-0145

MEMORANDUM FOR: Director, Product Review Group

SUBJECT: Letter of Instruction

1. During the next twelve months, I expect you to work within the Intelligence Community Staff to accomplish the following in support of my Community responsibilities to the DCI:

- create and maintain a staff representative of the Community capable of creating and maintaining procedures for evaluating Community efforts in analysis and production, and establish systems to perform this function effectively;

- determine and assist in the implementation of ways to improve the Community's performance in the area of finished analytical intelligence;

- play an active role in the continuing process of refining Key Intelligence Questions and in the use of KIQs by the NIOs to evaluate Community performance;

- formulate and gain acceptance of ways to introduce a systematic challenge mechanism into the workings of the finished intelligence community;

- continue to develop the concept of the Family of National Products and to encourage the adoption of specific recommendations growing out of this concept, as it applies both to the regular, serial production of finished intelligence and to the production of intelligence in times of crisis;

- specifically concerning the latter, assess the performance of the Community in times of crisis and recommend ways to provide high-level consumers with better, more timely, and less redundant products (including warning notices) during such periods;

--establish and chair a coordinated Community effort to improve analytical methods and the quality and acceptability of outside (contract) research;


--enlist the aid of the NIOs, the various components of the Community and other interested agencies of government to ensure evaluating and facilitating efforts to improve the intelligence product;

--maintain close working relations with the NIOs so as to encourage joint efforts and mutual assistance in the performance of Community functions;

--cultivate harmonious working relations with both the individual producing agencies (DDI, DI and DE, INR, etc.) and, as appropriate, collection agencies (e.g., NSA) so as to encourage coordination and product improvement;

--maintain close working relations with the other elements of the IC Staff, especially in areas affecting KIQ evaluation; the relationship between intelligence collectors and intelligence analysts; and the coordination of questions concerning the inter-relationship of collection, analysis, and resource allocation.

2. I expect these objectives to be accomplished within your Staff resources and in close coordination with other related elements of the DCI/IC and the Intelligence Community.


Daniel O. Graham
Lieutenant General, USA
D/DCI/IC

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DCI/IC 74-1314

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15 MAR 1974

TO : Executive Secretary, United States Intelligence Board and
Intelligence Resources Advisory Committee

SUBJECT : Letter of Instruction

1. In your role as Executive Secretary in support of the DCI as Chairman and in support of my Community responsibility to the DCI, I expect you to accomplish the following during the next twelve months:

- Maintain an appropriate staff to support the USIB and the IRAC in their roles of advising and assisting the DCI in his position as the Government's principal foreign intelligence officer;
- Work closely with the USIB and IRAC members, principals and observers in support of their roles on these two senior groups;
- Work closely with the Chairmen of the various committees and other subordinate groups to help facilitate and coordinate their support of the USIB and IRAC;
- Work closely with the NIOs on National Estimates or any other business which they may bring before USIB or IRAC.
- Record all actions of USIB and IRAC and maintain a repository of official USIB and IRAC documents for reference and retrieval;
- Work with the IC Staff and other supporting elements to formalize and systematize IRAC functions with the goal of increasing the efficiency of the new IRAC mechanism;

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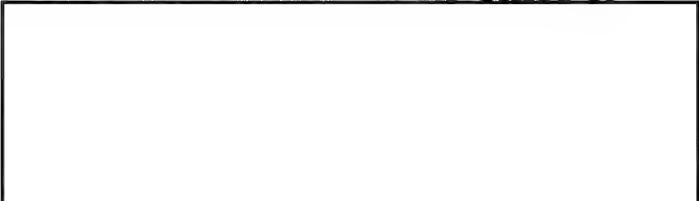
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- Review the procedures of the combined Secretariats with a view toward improving their efficiency;
- Seek to improve procedures for coordinating USIB and IRAC Committee actions among committee as well as in support of IC Staff responsibilities.

2. I expect these objectives to be accomplished with your Staff resources and in close coordination with other elements of the Office of the DCI as appropriate.

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Daniel O. Graham
Lieutenant General, USA
D/DCI/IC

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MEMORANDUM FOR: Special Assistant to the D/DCI/IC (GS-16)

SUBJECT : Letter of Instruction (*Proposed*)

Attached hereto is a copy of the DCI's letter of instruction to me for the coming year. As Office Special Assistant, assigned to the Coordination Staff/Secretariat, you will perform such tasks as I or my Deputy will assign you in support of the IC mission and provide direct support to the coordination functions of the Staff. These will include, but not be limited to, the following:

1. --represent me at inter-agency meetings and reviews and serve on special ad hoc committee groups as assigned;
2. --assist in the preparation of the DCI's key policy papers; e.g., the annual NFIPB, Perspectives, Objectives, the annual Community Report to the President, the Congressional presentation, etc.;
3. --prepare position papers and memoranda on Community issues before the DCI;
4. --monitor and assist the AD/DCI/IC in review of all USIB Committee activities and serve as IC coordinator of these activities;
5. --follow all matters of 40 Committee concern and assure adequate IC staffing thereof;
6. --prepare special studies related to the field of Human Sources Intelligence;
7. --monitor the participation of CIA/DDO in Intelligence Community issues and attempt to resolve management and procedural problems which arise from such participation.

Daniel O. Graham
Lieutenant General, USA
D/DCI/IC

Att

THE DIRECTOR OF CENTRAL INTELLIGENCE

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MEMORANDUM FOR: Deputy to the DCI for the
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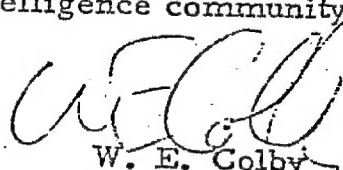
-- provide the secretariat function for USIB, IRAC, and for the objectives I undertake for the President;

-- provide the secretariat and managerial support to the KIQ process;

-- provide a focal point for DCI planning activity for the community and for the drafting and circulation of appropriate DCI guidance papers including the DCI Perspectives;

-- establish a coordinated community effort to improve analytical methods and to improve the quality and acceptability of outside substantive research.

2. I expect the above to be accomplished with a minimum permanent staff and with minimum perturbation of existing command structures in the intelligence community.


W. E. Colby

Intelligence Community Staff:

25X1 Chief, Coordination Staff/Secretariat

Provides general oversight of IC Secretariat functions to DCI and special committees.

Prepares reports, briefings, and replies to correspondence on behalf of the D/DCI/IC and the AD/DCI/IC which involve the responsibilities of more than one IC Division. Where necessary, organize intra-staff task groups to accomplish the required actions.

Supports the DCI in his role as Vice Chairman of the National Security Council Intelligence Committee (NSCIC), and provides the Secretariat to the Working Group.

Maintains liaison with the President's Foreign Intelligence Advisory Board (PFIAB) and other groups or agencies which are external to the intelligence community but which study or become involved with intelligence activities and intelligence-related practices and policies, including the appropriate committees of Congress.

Prepares or contributes to the following: the DCI's report to PFIAB "Annual Report on Coordination of the U. S. Foreign Intelligence Effort"; such planning guidance as the DCI produces; e. g., perspectives; DCI objectives; revisions and updates of the NSCID's and DCID's as necessary.

Supports the DCI in execution of his responsibilities relating to community aspects of intelligence liaison with foreign governments.

Supports the DCI and Joint Chiefs of Staff in reviewing tactical and national intelligence resources.

Provides the necessary support for revision of the Attachment to DCID 1/2, pointing toward submission of the document applicable to FY 1976-80 to the USIB in December 1974.

Prepares, or has prepared, necessary agenda item papers and backup briefing papers for DCI use in connection with the NSCIC.